

City of Columbia, MO
Information Technologies



Strategic Plan
2016-2019

Vision

Our vision is to enable the City to achieve its strategic goals and objectives, match technology to changing business needs, and promote a technology enabled community in which customers are connected and informed.

Mission

The Information Technologies Department is dedicated to providing customers with superior information technology services and solutions so they can fulfill their commitment to making Columbia the best place to live, work, learn and play.

Core Values

Customer Service: We listen to our customers and respond to customer needs to ensure commitments are met.

Confidence: We provide a secure computing environment for employees and customers.

Communication: We strive for professional communication through listening, learning, service and understanding.

Collaboration: We collaborate with our customers to design, develop and maintain an effective, flexible and reliable technology infrastructure.

Innovation: We learn, share insights and encourage our teams to make a difference today and for the future.

Commitment: We are committed to supporting and enhancing our customers' core missions through the effective management and use of information technology resources.

Core Competencies

1. Technical/Functional Expertise: Demonstrate strong technical/functional proficiencies in areas of expertise. Show knowledge of city business and proficiency in strategic planning and financial processes.

2. Customer Focused: Listen to customers, build customer confidence, increase customer satisfaction, ensure commitments are met, set appropriate customer expectations and respond to customer needs.

3. Teamwork: Know when and how to attract, develop, reward and utilize teams to optimize results.

4. Problem Solving: Possess the ability to define issues and focus on achieving workable solutions.

5. Creativity/Innovation: Generate ideas and develop or improve existing and new systems that encourage innovative thinking.

Strategic Priority: Customer Service

Strategic Objectives:

1. Increase customer satisfaction with I.T. services
2. Lead technology innovations
3. Develop workforce through training

Department Initiatives:

1. Focus on enterprise solutions
2. Implement best practices and standards
3. Increase efficiency by deploying technologies to keep City workforce in the field
4. Develop future applications with mobility in mind
5. Promote workforce productivity through increased technological proficiency

Performance Measures:

1. Maintain a 90% mean overall satisfaction rating
2. Maintain 95% accuracy on hardware and software inventory
3. Implement Multi-Factor Authentication on 100% of Police MDTs and Mobile Devices, Remote Energy Management Systems, and all I.T. administrative accounts
4. Complete cost analysis of wide area mobile data solutions
5. Support the deployment of one mobile friendly app per year
6. Maintain 99.99% core network availability
7. Publish a monthly security announcement
8. Increase customer IT training attendance by 10% annually
9. Create five new online IT training courses per year
10. Establish baseline training requirements for new hires

Strategic Priority: Security

Strategic Objectives:

1. Maintain confidentiality, integrity, and availability of City systems
2. Improve customer confidence in the security of I.T. services

Department Initiatives:

1. Implement best practices and standards
2. Improve incident response
3. Enhance endpoint, server and network security

Performance Measures:

1. Develop a security policy
2. Identify confidential information in departments and limit access
3. Implement a centralized logging and event correlation system
4. Complete vulnerability scan for all developed applications before deployment
5. Complete regular vulnerability assessments in adherence to the security policy
6. Create and train an incident response team
7. Implement Intrusion Detection and Prevention Systems (IDS and IPS)
8. Track all software inventory and maintenance agreements
9. Provide annual report detailing unsupported and end-of-life software and hardware

Strategic Priority: Strong Financial Management

Strategic Objectives:

1. Promote and practice fiscal responsibility

Department Initiatives:

1. Continue responsible stewardship of financial resources
2. Measure and reduce consumption of non-renewable resources

Performance Measures:

1. Review all maintenance contracts for multi-year savings
2. Ask for discount below contract pricing on all bulk purchases
3. Develop a power management plan for desktop machines
4. Deploy power management plan to 50% of desktop machines

Strategic Priority: Community Outreach

Strategic Objectives:

1. Improve citizen access to technology
2. Support those looking for a career in technology
3. Establish collaborative efforts with other governmental agencies

Department Initiatives:

1. Partner with STEM Alliance to promote technological development in youth
2. Push for a more connected City by providing technology education
3. Internally developed software will be designed with sharing in mind

Performance Measures:

1. Make internally developed applications available to public entities where possible
2. Promote internship and job shadowing for youth
3. Promote externship for teachers
4. Develop community-sourced programming challenges
5. Continue to donate end-of-life computers to technologically-disadvantaged families
6. Provide public access to internal computer training videos to promote marketable skills
7. Develop pilot program for in-person computer and social media training